

Service Efforts and Accomplishments Report

Clark County, Washington For the Years 1998—2002

Prepared by
Clark County Auditor's Office
Audit Services

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proud past, promising future

CLARK COUNTY
WASHINGTON

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Chapter 1: Introduction

Reporting Objectives and Scope

Reporting Objectives

The Service Efforts and Accomplishment (SEA) report is designed to help citizens, managers, and county policy makers assess how well selected county programs operate. To do this, the report presents information on a broad range of program measures, including not only information about the acquisition and use of resources, but also about the outputs and outcomes of the services provided and the relationship between the use of resources and their outputs and outcomes. By focusing on a variety of financial and nonfinancial measures of inputs, outputs and outcomes, and measures that relate efforts to accomplishments, SEA reporting will assist users to more fully assess governmental performance.

The SEA report describes trends and, where appropriate, identifies potential issues and concerns. Important changes to the programs, such as regulatory changes, are described in the report to the extent they were considered relevant by program staff.

This is the third edition of Clark County's SEA report.

Scope

This report provides information on four Clark County service areas:

- Sheriff's Office -- this chapter has been expanded to include both Custody and Civil/Support branch activities in addition to Enforcement.
- Road Operations -- one of six functions of the county's Public Works' Operations & Maintenance Division, that provides services throughout the county.
- Parks Maintenance and Acquisition -- services related to county parks which are provided via contract with the City of Vancouver.
- Community Mental Health Services -- acting as the Regional Support Network, the county provides services to citizens through contracts with various agencies.

Subsequent reports may be expanded to include additional programs and additional information.

Reporting Methodology

Methodology

Staff from the Auditor's Office prepared this report with the cooperation and assistance of managers and staff from county departments and the Vancouver-Clark Parks and Recreation Department. While the report was developed and compiled by the Internal Audit staff, the data has not been independently verified or audited for accuracy.

The following describes our major work efforts.

Selected indicators. The report contains four types of indicators:

- *Workload* information shows the type and amount of work effort, and, in some cases, the level of public demand for the service. These are the output indicators, or measures of service accomplishments.
- *Staffing and spending* data includes expenditures and staffing levels. These are the input measures, or service efforts, and may include the number of people or square miles served.
- *Results* information provides data that attempts to measure efficiencies for selected activities. These are the measures that relate service efforts to service accomplishments.
- *Performance* information indicates how well services met their established goals, and how satisfied citizens are with the quality of services.

Citizen's Survey. In 2003, the Auditor's Office conducted a survey to determine citizen satisfaction in the areas of overall county government performance and specific service areas within the Sheriff's Office, Road Operations, and Parks (see appendix for a copy of this survey instrument that includes the responses). The Mental Health Division regularly surveys its clients and their families to determine levels of satisfaction, and this report used data from those surveys in the Performance Indicator section.

Data Collection. Data was collected from a variety of sources: general ledger, budget, road maintenance management system, park's reporting system as well as published reports and statistics obtained from each department.

The data utilized is information that is currently readily available from departments and other sources.

Inflation Adjustments

In order to account for inflation, we have expressed financial data in constant dollars. We adjusted dollars to express amounts as the purchasing power of dollars in the current year, 2002, based on the Portland-Vancouver Consumer Price Index for All Urban Consumers.

<i>Inflation Adjustments</i>		
Year	CPI Change	Adjustment Factor
1998	1.90 %	1.100
1999	3.30 %	1.065
2000	3.10 %	1.033
2001	2.50 %	1.008
2002	0.80 %	1.000

Note: This applies to all but the chapter on Mental Health Services, which is presented on a July to June fiscal year basis. As a result no adjustment for inflation has been made to dollars reported in Chapter 5.

Service Area

The information provided in this report includes only work completed within the unincorporated areas of Clark County. Detailed expenditures and performance results are not provided for work in other contracted service areas.

In 1997 the City of Vancouver completed the largest annexation in Washington state history. The annexation incorporated 57,400 residents into Vancouver city limits. Vancouver, in order to provide continued services in the newly annexed area, contracted with the county to provide law enforcement (from 1997 to 1998) and road and parks maintenance services in the annexed area for a three year period 1997-1999.

To allow for comparability between years, expenditure data were adjusted to eliminate the impact of these contracts.

Population

The total population of Clark County has grown by 39,508 since 1998 -- an increase of just over 12 percent. The unincorporated population has grown by 17,567 since 1998, an increase of 11.1 percent. Between 2001 and 2002, the unincorporated population grew by 5,280, or 3.1 percent.

In analysis of the Sheriff's Office activities, the unincorporated population includes Yacolt and that part of Woodland within Clark County. These population numbers are not shown in the table below.

<i>Population</i>		
Year	Unincorporated	County Total
1998	158,143	323,892
1999	162,457	334,641
2000	166,279	345,238
2001	170,430	352,600
2002	175,710	363,400

Note: Population estimates for the unincorporated area of the county, and for the entire county, are obtained from the Washington State Office of Financial Management (OFM). The figures used in this report reflect revisions made by OFM based on the results of the 2000 census. Numbers for 2001 and 2002 are current estimates. As a result, population figures for previous years may differ from previously published estimates.

Chapter 2: Sheriff's Office

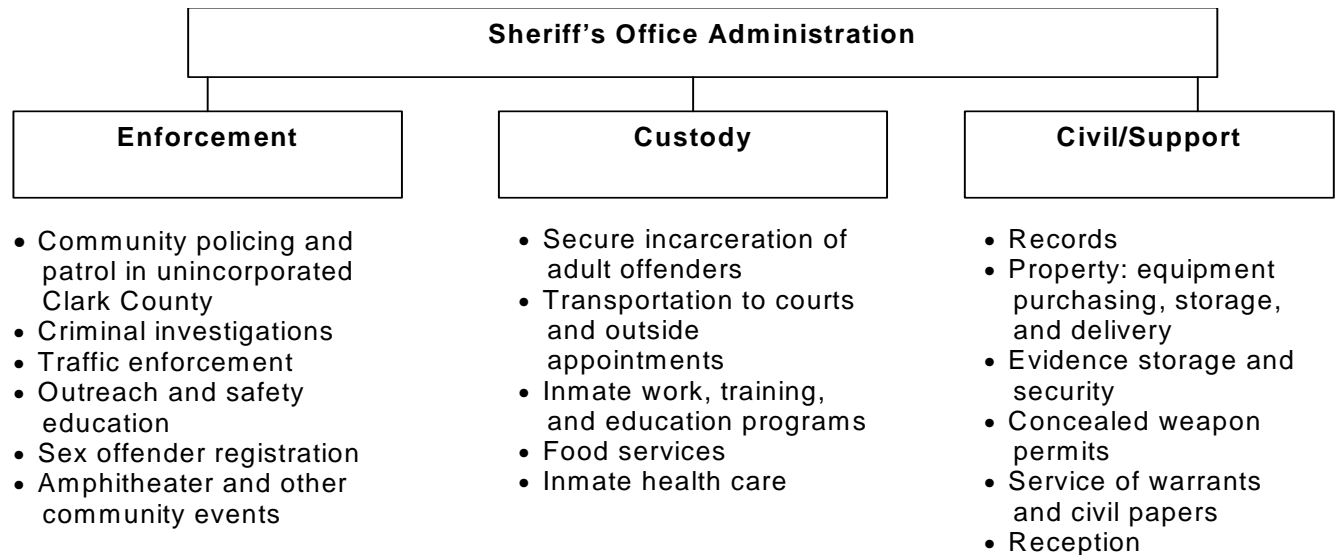
Mission, Goals & Organization

Mission

It is the mission of the Clark County Sheriff's Office to work in partnership with our diverse communities to promote and enhance the safety and the quality of life in Clark County.

Mission of Each Branch

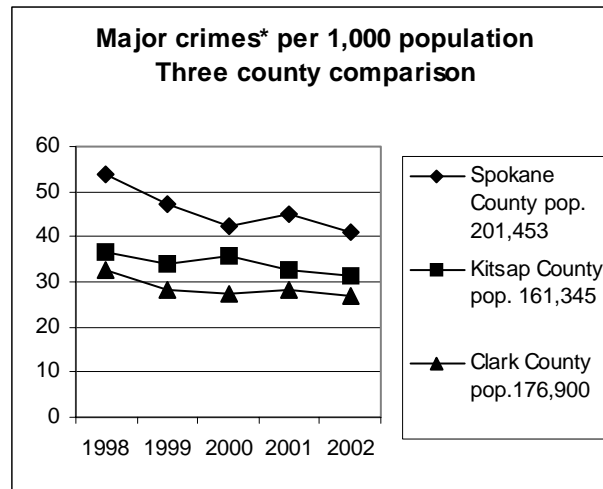
- Enforcement: work with our community partners to address crime, fear of crime, safety, and livability through collaborative problem solving and enforcement activities.
- Custody: provide safe, secure, and constitutional detention facilities in the most respectful, professional, and fiscally responsible manner possible.
- Civil/Support: provide administrative and logistical services and support to the employees and programs of the Clark County Sheriff's Office, other criminal justice agencies, and the public.



Workload

Enforcement

As part of a transition agreement, the Clark County Sheriff's Office provided service to areas annexed by the City of Vancouver through 1998. That workload is excluded from the figures shown.



*FBI definitions, Part I major crimes are classified as either violent or property. Violent crimes include murder, manslaughter, forcible rape, and aggravated assault. Property crimes include burglary, larceny, motor vehicle theft and arson.

Workload Measures	Enforcement							Custody		
	911 Calls		Officer Initiated	Traffic Stops	Reported Crimes*			Total Bookings	Average Daily Population	Court Transports
	Received	Dispatched			Violent	Property	Total			
1998	73,023	32,744	7,540	20,571	529	4,658	5,187	14,596	577	13,959
1999	70,329	30,513	9,486	20,103	375	4,208	4,583	15,056	588	12,749
2000	74,595	33,786	9,920	18,787	319	4,263	4,582	14,378	630	15,175
2001	78,721	36,427	9,617	20,224	275	4,577	4,852	15,708	716	18,661
2002	84,160	41,708	7,227	21,699	281	4,497	4,778	16,758	733	20,411

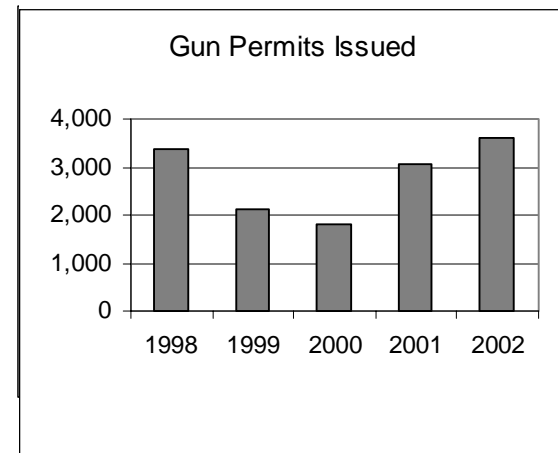
Custody

There are 745 jail beds and the 2002 average daily population was 733. Average length of stay in 2002 was 15.98 days.

The Custody branch operates three housing arrangements: the main jail; work center where inmates are on the kitchen or laundry crews; and work release where inmates go out to regular jobs but are incarcerated at all other times in a minimum security setting.

Civil/Support

Gun permit applications have followed the state-wide trend. Applications were decreasing until September 11, 2001, but have increased since then.

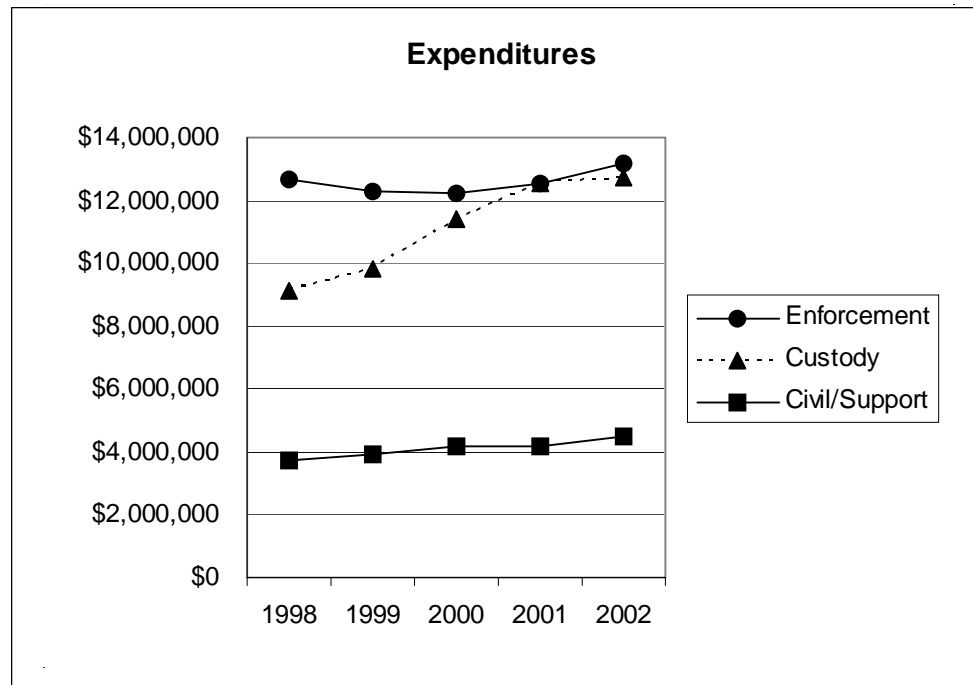


	Civil/Support						
	Civil Papers Received	Civil Papers Served	Gun Permits Issued	Evictions & Restitutions Scheduled	Felony Warrants Received	Misdemeanor Warrants Received	Fingerprint Cards
1998	6,239	5,040	3,385	752	3,519	12,458	58,420
1999	6,229	4,904	2,101	864	3,517	12,778	60,171
2000	7,949	6,162	1,787	1,008	4,034	11,015	57,272
2001	7,673	6,145	3,041	1,043	3,947	10,166	62,746
2002	7,012	5,598	3,614	800	3,776	11,780	61,480

Staffing & Spending

Inflation-adjusted expenditures present a mixed story.

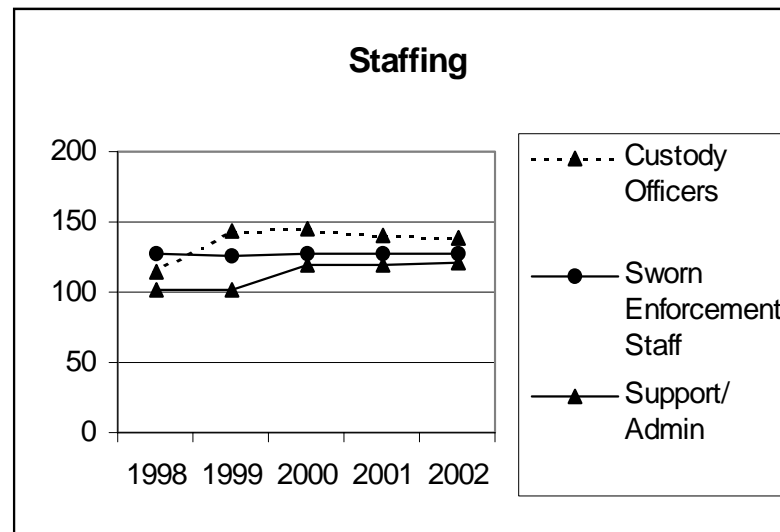
- Enforcement shows a dip and recovery in the five year period. Approximately one-third of the total increase to the enforcement budget during 2001 and 2002 is the result of additional contract security services at the courthouse, and other homeland defense costs. Other key factors causing an increase include the continued rise in employee benefits costs, patrol overtime costs to cover “minimums” requirements, the addition of one canine and all related costs, the creation of a domestic violence intervention unit, and an increase in vehicle repair and replacement costs.
- Custody had significant increases as the jail work center opened in 2000, and the main jail remodeling was completed through 2001. These changes eventually increased the number of beds from 461 to 745.
- Civil/Support had gradual increases in most years.



Enforcement staffing has remained fairly constant during this five year period.

Custody staffing increased at the end of 1999 in preparation for the opening of the new jail work center.

Civil/Support received staff in 2000 when the Records units of the Clark County Sheriff's Office and Vancouver Police Department combined.



Results

Enforcement

Response times on Priority 1 calls during 2002 improved 30 % from the prior year and 24% better than the average of 1998 through 2001. Changes in technology and work flow at the dispatch center may have contributed to the reduction in response times.

Custody

The opening of the jail work center in 2000 greatly reduced the number of inmate disturbances. The increase in capacity also meant that more offenders stayed in jail rather than being booked and released.

In 2002, inmates received 2,124 hours of offender education, primarily GED, alcohol counseling, and parenting classes.

Results	Average Response Time (minutes)		Arrests	Inmate Infractions	Inmate work hours	Reports	
	Priority 1	Priority 2				Sheriff	Vancouver
1998	5.8	6.1	5,905	1,885		20,834	16,402
1999	5.2	6.5	5,993	2,953		16,878	21,223
2000	5.8	6.8	5,798	2,730		16,019	22,594
2001	6.3	7.1	6,141	2,372		16,454	23,074
2002	4.4	6.9	5,893	2,273	246,118	16,488	26,211

Priority 1: Most important, life threatening happening NOW

Priority 2: In process; life or property being damaged

Performance Indicators

Citizen Survey

In the 2002 survey, 70% of citizens rated the overall level of safety as excellent or good; only 16% rated safety as fair or poor.

Similar to the 70% rating for overall safety, 72% rated the Clark County Sheriff's Office as providing excellent or good law enforcement, with only 16% giving a rating of fair or poor.

Enforcement

30% of survey respondents had called or asked for assistance from a deputy in the past year. Of those, 61% rated the experience as excellent or good.

11% of survey respondents had been stopped by a deputy in the past year (a traffic stop). Of those, 52% rate the experience as excellent or good, 19% rated as "expected," and 28% rated as fair or poor.

Custody

Overall, the jail meets constitutional requirements and passes Washington State Department of Corrections reviews. The jail kitchen continues to fully meet Health Department requirements.

As reported in the "Results" section, the Custody branch measures inmate work hours and inmate training hours (referred to as "Programming").

Civil/Support

The Civil/Support branch plans to include questions in future county surveys on: level of service, Court Process, level of satisfaction, public records requests (criminal reports), and return of lost or stolen property.

The appendix to this report shows detailed response numbers for each of the survey's questions.

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Chapter 3: Road Operations

Mission, Goals & Organization

Mission

The mission of the Clark County Public Works Road Maintenance program is to provide the most cost effective and responsive program for county right-of-way maintenance and provide contracted service agreements attainable within budget limitations.

Goals

Current goals of the Road & Parks Maintenance Division include:

- To meet the needs of customers with an effective and responsive approach.
- To maintain an average network pavement condition index (PCI) of 76 or higher.

Organization

Road Maintenance is one of five programs within the Road & Parks Maintenance Division of the Clark County Department of Public Works .

Public Works is the largest single county department based on revenues and expenditures, and its responsibilities include designing, building, and maintaining roads in unincorporated Clark County, providing environmental services such as solid waste and recycling, storm water and watershed management, operation of the Salmon Creek Wastewater Treatment Plant, and providing and maintaining regional parks and open spaces. The department consists of seven divisions:

- Administration & Finance
- Engineering Program
- Transportation
- Solid Waste
- Water Resources
- Road & Parks Maintenance
- Fleet/Facilities

Road & Parks Maintenance Division encompasses five programs:

- National Pollutant Discharge Elimination System (NPDES)/Asphalt
- Road Maintenance (Urban and Rural)
- Technical Services
- Specialty Services
- Parks & Road Vegetation Maintenance

This chapter focuses on the efforts and accomplishments of the Road Maintenance program.

The responsibilities of the Road Maintenance program include road and shoulder repair and rehabilitation, drainage maintenance and enhancement, maintenance of 72 bridges, construction of bike and pedestrian walkways, roadside vegetation and litter control, construction of fish passage enhancements, sanding operations, snow removal, street sweeping, installation and maintenance of signs, street striping, and maintenance of signals. The program is subdivided into six program areas, as follows:

- **Technical services** This area is responsible for pavement management information including overlay and slurry seal projects, offender crew allocation, driveway inspection, and material contract information.
- **Specialty services** This area is responsible for traffic control issues such as road sign installation and maintenance, as well as bridge and guardrail maintenance and repair.
- **Rural county** (Daybreak, Maple, Finn Hill, Washougal) This area encompasses the north half of the county and is responsible for north county maintenance responses. Also found in this functional area are chip sealing, dust oiling, rocking and grading shoulders, and other road programs.
- **Urban county** (English, Central) This area encompasses the south half of the county and is responsible for south county maintenance responses. They also manage walkway construction, curbs & sidewalk installations, etc.
- **NPDES/Asphalt** This area is responsible for NPDES permit requirements that are tied to maintenance activities (street sweeping, catch basin cleaning, storm water facilities, storm system locations, etc.) and completion of asphalt projects.
- **Median Maintenance** This area is responsible for all vegetation maintenance issues associated with county medians and neighborhoods.

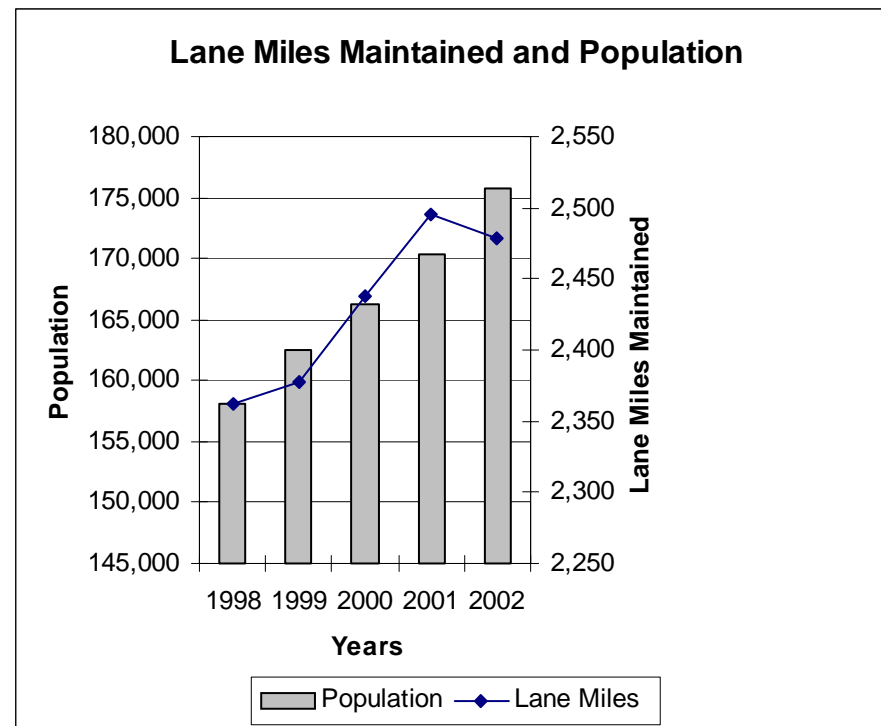
Workload

Unincorporated population of Clark County grew by 17,567 since 1998, an increase of 11.1%. Between 2001 and 2002, the unincorporated population grew by 5,280 or 3.1%

The number of lane miles maintained in Clark County has increased by 117 miles, or 4.9%, since 1998. Between 2001 and 2002, the number of lane miles maintained fell by 17 miles or 1%.

The number of paved lane miles maintained has increased by 198 miles, or 9%, since 1998. Between 2001 and 2002 paved lane miles maintained increased by 26 miles or 1%. Graveled lane miles maintained decreased by 81 miles, or 73%, since 1998. Between 2001 and 2002 graveled lane miles decreased by only 6 miles -- a 1% decrease.

The number of bridges maintained has increased by 1 bridge (1.5% increase) since 1998. Between 2001 and 2002 bridges maintained remained unchanged.

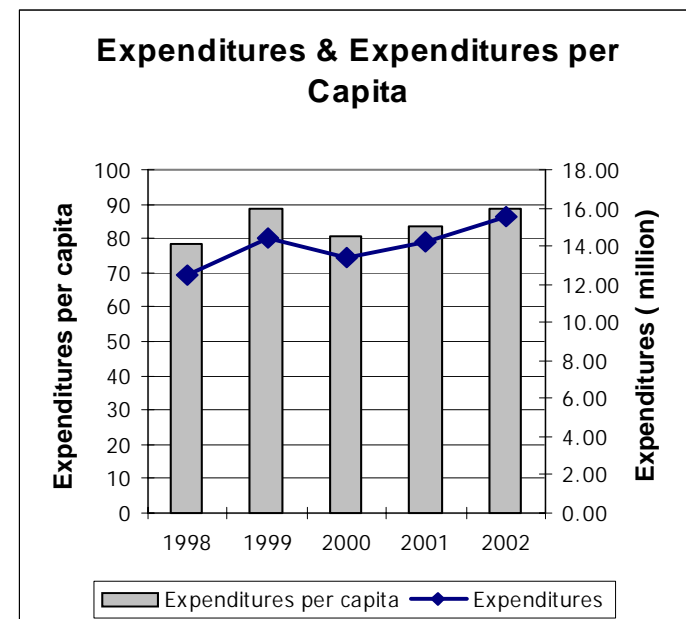
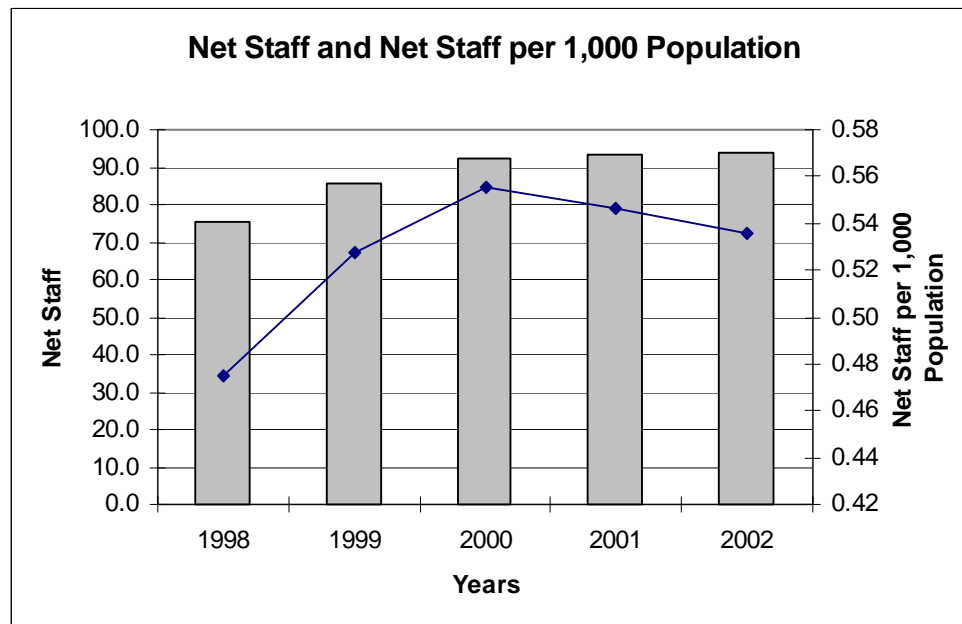


Staffing & Spending

Net staff represents the number of FTE's in the Operations Division after adjusting to reflect staff charged against interlocal contracts (such as those who worked for the City of Vancouver in the annexed area from 1996-98) and other reimbursed work—i.e. the number of FTE's available for general county road maintenance.

Road maintenance net staff increased by 25.1 % between 1998 and 2002, and of this, staff increased only 1 FTE in 2002. These staffing increases have been chiefly driven by work required to comply with the federal Clean Water Act. In the past 3 years, staffing has been fairly constant, while the net staff per 1,000 population decreased from 2001 to 2002 due to increased population.

Net expenditures in 2002 totaled \$15.6 million—an increase of 38% from the 1998 level and 11% from 2001. Per capita spending rose by 6.3% between 2001 and 2002 for a total of 12.8% over the 1998—2002 period. These figures were adjusted based on Consumer Price Index for 2002.



Results

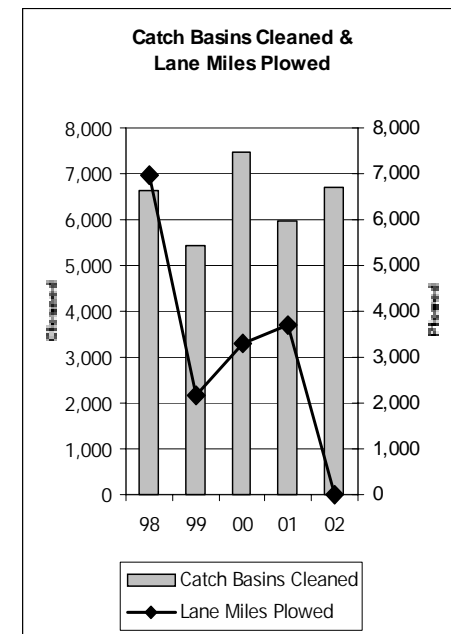
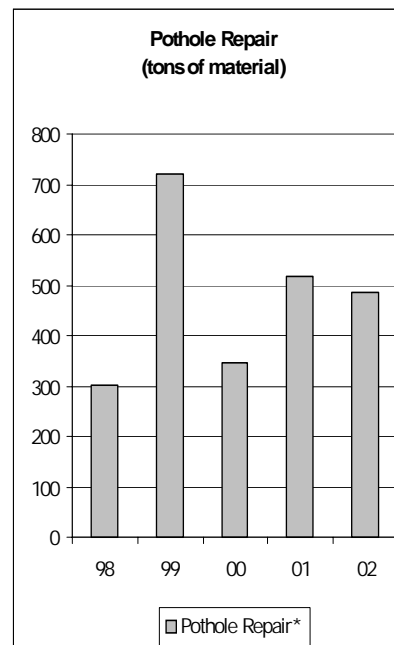
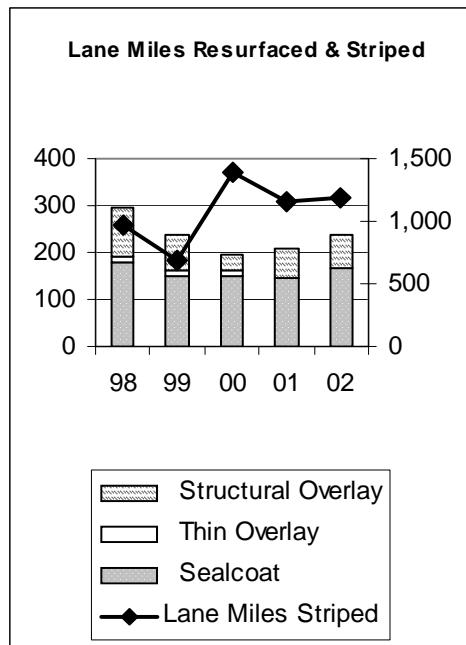
Lane miles resurfaced in 2002 totaled 239.3, down 19.3% from the 1998 level but up 16% from the previous year.

In 1998, the county expended \$2 million to accelerate its structural overlay program in an effort to “get ahead” of accumulating maintenance needs. 106.1 lane miles received structural overlay in 1998, reducing the need for such overlays in the ensuing years.

Pothole repair, measured in terms of tons of patching materials applied, was up 61.6% in 2002 from the 1998 level, but down 6.2% compared to 2001.

The federal Clean Water Act requires the county to have an NPDES permit for storm water discharge. To obtain and maintain this permit, the county has undertaken substantial new efforts to ensure clean water runoff. One sign of these efforts is the increase in catch basins cleaned, which has increased by 1.4% since 1998. This reflects a smaller increase than in previous years because of success of the large effort to clean basins between 1997 and 2001.

Lane miles plowed varies considerably from year to year based on the level of snowfall experienced. 2002 had light to no snowfall, and about 1,500 lane miles were plowed. This is a 59% decrease from 2001 which had a more typical weather pattern for our region.



Notes On Resurfacing

Sealcoats are applied to the road surface to prevent moisture from infiltrating the sub-grade and causing damage to the road structure. Sealcoats include chip seal, double chip seal, rubber chip, slurry, and cape seals.

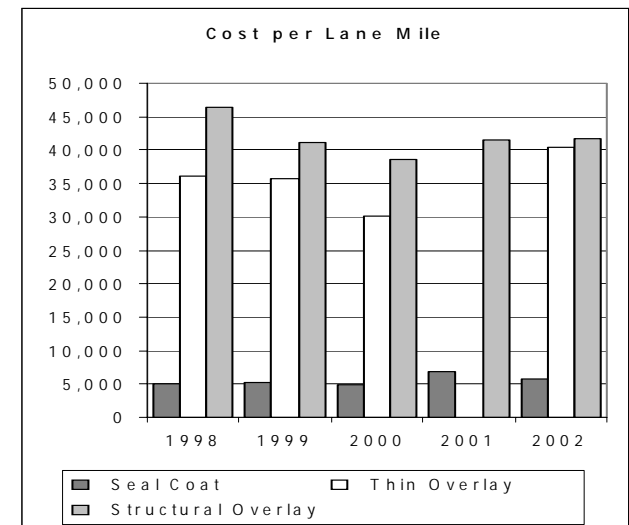
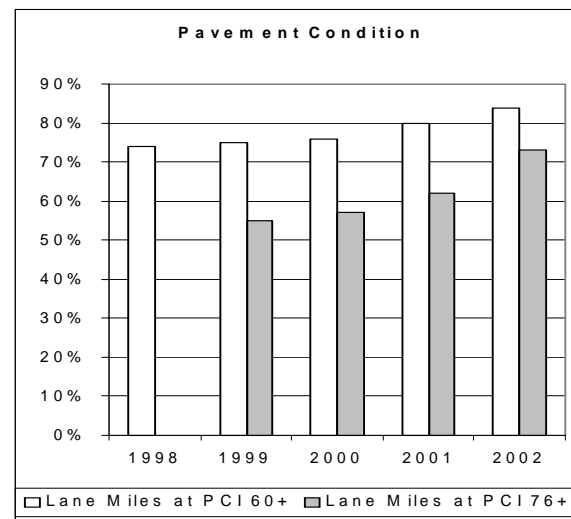
Chip seals are used in the rural part of the county for better traction in ice and snow. Traffic may drive on the chip seal application as soon as it is rolled into place. Slurry seals are used in the urban area of the county and provide a smoother surface. It takes about 2–5 hours to cure before traffic may drive on the surface.

Overlays are applied to the road surface to add structural strength or to re-establish the cross slope of the road. A thin lift is 1.5 inches or less of fine mix asphalt applied to a road that is structurally sound but the surface is uneven, rough, or distorted. The structural strength gained from a thin lift is minimal.

A structural overlay is 2 to 4 inches of asphalt applied to a road that is deteriorating and needs some assistance to continue carrying the traffic loads using that route.

Performance Indicators

- The county has significantly increased the proportion of its roadways in satisfactory condition (Pavement Condition Index 60+) since 1996. In that year, only 32% of the county's roads met this threshold. By 1998, the number increased to 74%, and in 2001 it reached 80%. The percentage of county roads in good condition (PCI 76+) was 62% in 2001, increased to 73% in 2002.
- Cost per lane-mile for sealcoats in 2002 was up 13.6% from the 1998 level, but down 17.7% from 2001. Cost per lane-mile for structural overlay was down 9.9% from 1998 and remained basically unchanged from 2001 to 2002. No thin overlay work was reported in 2001. But, in 2002, the county spent \$40,358 for thin overlay, an 11.9% increase from 1998.



Note: The Road Maintenance Department does not have information on the pavement condition index of 76+ for 1998. Therefore there is no graphical representation of this information in the graph, above.

Note on the Pavement Condition Index (PCI)

Distress in the road is measured by visual inspection of a roadway. Clark County uses a scale from 0—100. Each distress requires a deduction from the total possible rating of 100 to arrive at the PCI. A road that is new has a Pavement Condition Index of 100. A road that achieves a rating of less than 40 needs to be reconstructed as it has no more structural capacity. The county considers a road with a PCI rating of 60 or more to be in satisfactory condition. When the rating falls below 60 the road is in need of extensive repair. The goal of the department is to achieve an overall rating no lower than 76.

Cost per lane mile for structural overlay depends on the depth of overlay applied which typically ranges from 2 to 4 inches. This variation contributes to the year-to-year changes in cost shown here.

Citizen Survey

In the 2002 survey, citizens were asked to rate selected elements of road operations. The survey results indicated:

- Slightly more than one-third of citizen respondents (37%) rated the condition of county roads as good to excellent. Slightly less than one-third of survey respondents rated road conditions as fair to poor.
- The survey indicted almost half of the citizens (48%) found the cleanliness of roads to be from good to excellent. Only 22% found road cleanliness to be fair to poor.
- As with cleanliness, almost half of the citizen respondents (47%) found road signage good to excellent. 18% found signage poor to fair.
- 40% of citizen respondents found traffic control devices to be good to excellent; 28% found them fair to poor.
- 47% of citizens found the condition of county bridges to be good to excellent, while 14% found them fair to poor.

The appendix to this report shows detailed response numbers for each of the survey's questions.

Chapter 4: Parks Maintenance & Acquisition

Mission, Goals & Organization

Mission

The Parks mission is to maximize the quality of life in Clark County by providing regional open space, trails, parks, and recreational opportunities and facilities, and to plan for, acquire, restore, enhance, preserve, develop, and manage these facilities and natural resources in such a manner as to afford the maximum benefit to the community.

Goals

Current Parks goals include:

- To ensure that adequate open space and park land is available for current and future needs. Standards established in the County's Growth Management Plan include:
 - Urban Parks: *5 acres per 1,000 urban residents*
 - Urban Open Space: *1 acre per 1,000 urban residents*
 - Regional Parks: *10 acres per 1,000 county residents*
- To serve the public by maintaining the community's parks at a level that keeps all facilities safe, sanitary, and open for public use.
- To assure long-term planning and management efforts with other agencies, divisions, and jurisdictions that result in improved or increased services or reduced cost.

Organization

In 1997, the City of Vancouver and Clark County consolidated their Parks & Recreation departments into the Vancouver-Clark Parks & Recreation Department to gain greater efficiency and improve planning efforts. The county provides parks maintenance services, and contracts with the City of Vancouver for parks-related administrative and design services.

Also in 1997, the City of Vancouver annexed the Cascade Park area. As a result, the county transferred ownership of over 235 acres of neighborhood and community park land to the City of Vancouver.

The county divides park acreage into two broad categories: Urban and Regional.

The **Urban Park System** consists of parks designed to meet the needs of the unincorporated urban population of the county. Neighborhood parks are small, up to 5 acres, and are designed to meet the needs of residents located within a one-half mile radius of the park. Community parks are larger (5 to 20 acres), tend to have more amenities such as sports fields, and serve a larger community within a 1 to 5 mile radius. The third type of urban park is urban open space. This includes undeveloped land left in its natural state and portions of neighborhood and community parks which may not be developed in the future.

Note that the Urban Park System's priority for unincorporated areas is to acquire, reserve, and make available sites for future neighborhood and community park development.

The **Regional Park System** is designed to meet the recreational needs of all of the residents of the county and is comprised of five park types.

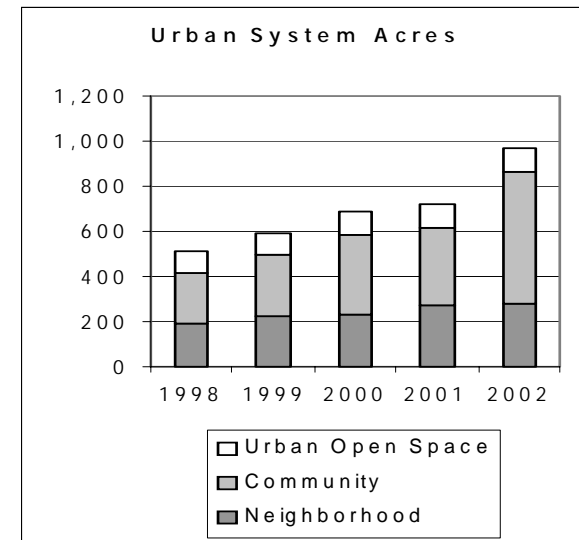
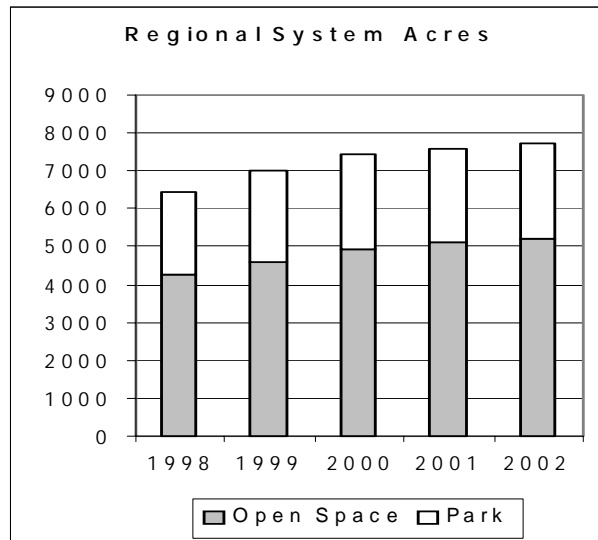
- **Regional parks** are usually over 100 acres in size, with much of the area left undeveloped for hiking and other passive uses and may be located anywhere in the county.
- **Conservation easements** and **greenway areas** are intended to preserve habitat and water quality and are available for light-impact recreational uses such as trails.
- **Special purpose facilities** include such facilities as a boat launch or a rifle range.
- **Regional trails** provide opportunities for hiking, biking, horseback riding and other non-motorized travel and range from rustic backcountry trails to paved and lighted urban multi-use trails.
- **Wildlife habitat areas** are primarily dedicated to protection of wildlife and wildlife habitat and provide educational and viewing opportunities.

Workload

Since 1998, the **total acreage in the parks inventory**--including open space--**has grown by about 1,700 acres**, an increase of about 25%. Between 2001 and 2002, 360 acres were added (4%), including 8 acres of neighborhood park land, 240 acres of community park land, and 112 acres of regional park land.

The acreage of the urban park system has grown by 90% since 1998. This reflects a 45% increase in neighborhood park land and a 61% increase in community park land.

The regional system has grown by 20% since 1998. 293 acres of regional park land have been added (a 12% increase), along with 867 acres of regional open space (a 20% increase).



Workload Measures:	1998	1999	2000	2001	2002
Urban System Acres	512	592	688	724	972
Regional System Acres	6,434	7,017	7,417	7,594	7,706
Total Acres	6,946	7,609	8,105	8,318	8,678

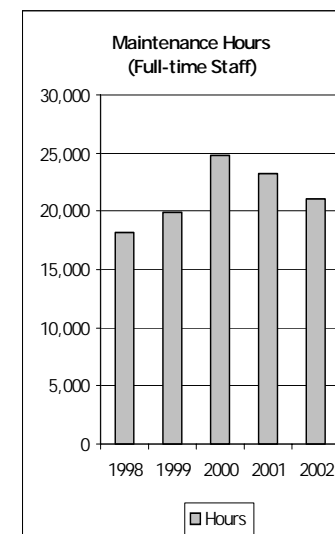
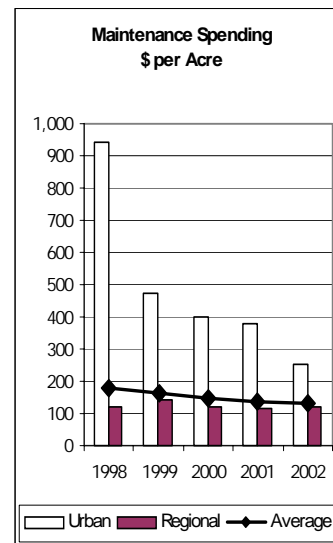
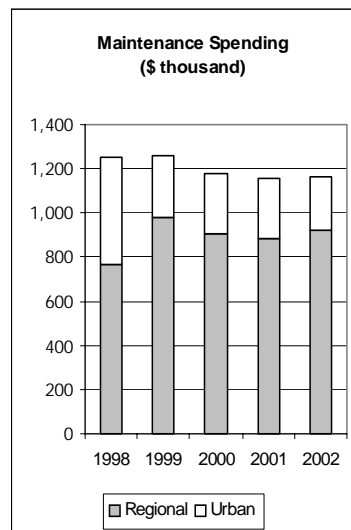
Staffing & Spending

Overall spending for parks maintenance, after adjusting for inflation, has remained roughly stable since 1998, despite the growth of acreage in the urban and regional park systems.

Total maintenance spending grew by less than 1% (\$7,000) between 2001 and 2002. Maintenance spending for the urban system decreased by 10.2% (\$28,000), while spending for the regional system increased by 4.0% (\$35,000).

Since 1998, the average amount spent per acre for maintenance, calculated on the basis of total acres in the system, has declined gradually. By 2002, the regional spending per acre was 15.0% below the 1999 level. The urban system experienced a 46.5% drop in maintenance cost per acre, the result of increasing acreage (380 acres or 64.2%) and a relatively constant funding level since 1999.

Annual hours for full-time staff dedicated to parks maintenance grew from 18,107 in 1998 to 21,065 in 2002; a growth equal to about 1.5 FTEs. The 2002 total was 9.4% below the figure for the prior year. In addition to these hours from full-time staff, temporary and part-time staff worked 11,848 hours and off-fender crews worked 37,557 hours.



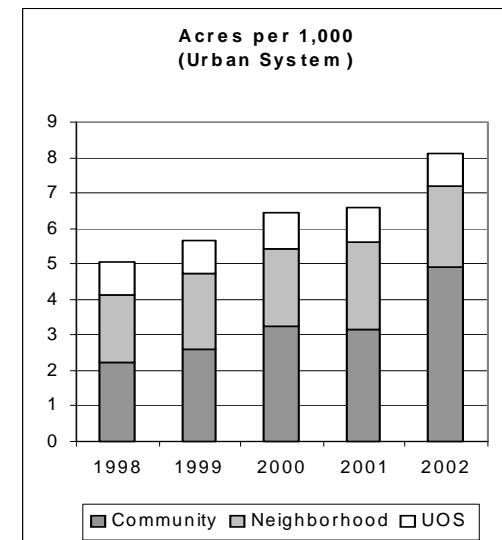
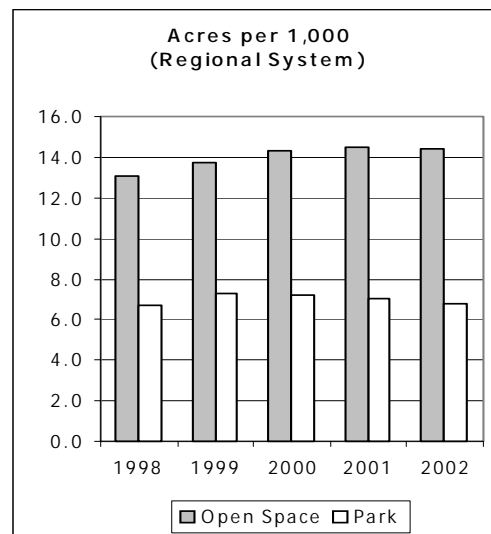
Results

Note: Although the core park standard is met on a county-wide basis, it is possible that individual areas—i.e., park districts—may still be underserved. This report does not present a district-by-district evaluation.

Clark County's Comprehensive Growth Management Plan establishes a parks service level standard of 5.0 acres per thousand residents for urban "core" parks (neighborhood and community parks), with an additional 1.0 acre per thousand residents of urban open space. Based on the overall parks inventory and the urban unincorporated population, the county exceeded the standard by providing 7.69 acres of core parks. The county provided 0.95 acres of urban open space per thousand residents, just short of the adopted 1.0 acre standard.

Regional park acreage per thousand residents (based on total county population--incorporated and unincorporated) fell to 6.8 acres in 2002, down from 7.2 acres per thousand in 2000. The county remains short of its goal of providing 10 acres of regional park land per thousand residents.

Regional open space acreage per thousand residents was relatively constant at 14.5 acres per thousand in 2001 and 14.4 acres in 2002.



Note: The above charts include corrections to data previously reported in the 2001 version of the SEA report.

Performance Indicators

In February 2003, a survey of Clark County citizens was completed to provide information for this report. Several questions related county parks.

Citizens were asked to evaluate:

- How well they feel the county provides parks-related services. 57% of the 1121 responses were in the “good” or “excellent” categories.
- The cleanliness of park grounds and trails, maintenance of picnic shelters, and the accessibility and number of park facilities. Overall, 68% of the respondents rated these as “excellent” or “good”.
- The safety and security of regional and community parks were rated “excellent” or “good” by 48% respondents, and the safety and security of trails within those parks were rated “excellent” or “good” by 42% of respondents.
- The maintenance of restrooms. 34% of respondents gave “excellent” or “good” ratings. The overall rating was 3.0, which is the “average” response category in the questionnaire.

More than 50% of respondents said that they could commute to local county parks in 10 minutes or less. Overall, responses indicated that county residents were quite satisfied with the time it takes to commute to local county parks.

The appendix to this report shows detailed response numbers for each of the survey’s questions.

Chapter 5: Community Mental Health Services

Mission, Goals & Organization

Mission

The mission of the Mental Health Division of the Clark Department of Community Services is to promote mental health and ensure that residents of Clark County who experience a mental disorder in their lifetime receive treatment and services that enable them to achieve and maintain an optimal level of functioning.

Goals

Current goals of the Mental Health Division include:

- Improve the overall health status and level of functioning of those who receive Regional Support Network (RSN) funded mental health services.
- Continuously improve the level of satisfaction reported by customers of RSN mental health services especially in those service categories customers believe to be most important.
- Increase the value of mental health services available in Clark County:
 - Ensure that available mental health resources are used in the most cost-effective manner.
 - Increase the amount of funding available to provide mental health services to county residents.

Organization

State and federal funding for community mental health services in Washington state are allocated to locally administered RSNs. The Clark County Department of Community Services-Mental Health Division is the Clark County RSN. The RSN contracts with local mental health service providers.

To accomplish its mission the RSN funds mental health services in three basic categories:

- **Crisis Response Services** - The RSN contracts with mental health providers throughout the county to deliver mental health crisis response services (counseling, treatment, referral, etc.) to all county residents.
- **Outpatient Services**—The RSN manages outpatient treatment services to low income and Medicaid eligible Clark County residents through contracts with mental health providers to deliver mental health services. The Department of Community Services contracted with United Behavioral Health to provide this service until July 2001, when the Department, as the RSN took over the operations for outpatient services, including managed care.
- **Community Support Services**—The RSN provides funding to community organizations and school districts that deliver mental health support services to Clark County residents.

Service Population

The RSN funds outpatient mental health services for the estimated 65,000 low income and Medicaid eligible county residents.

The RSN also funds crisis services and other mental health support services that are available to all county residents regardless of income or Medicaid eligibility.

Special Note

The contract year or fiscal year (FY) for the Mental Health program begins in July and ends in June. In this chapter all resources and uses are reported using this fiscal year rather than the calendar year. Dollars shown have not been adjusted for inflation as they have in previous chapters of the report.

Workload

Individuals Served

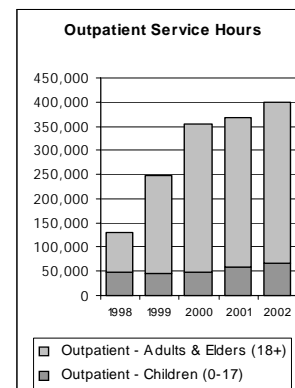
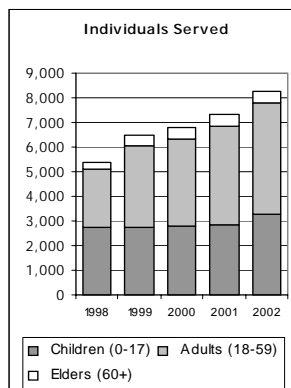
Incentives designed to ensure service to more clients resulted in an increase in the number of individuals served in 2001-2002, by 12.4 percent, and the hours for outpatient and crisis services provided by 8.3 percent. Within this, the children served increased by almost 15 percent and adults served increased by about 12 percent. As a result of heightened eligibility focus more elders are now being served under federal Medicare programs; hence the number served by county programs have decreased by 1.7 percent.

Note: Numbers for Individuals served represent an unduplicated count of clients who received at least one service during the fiscal year.

Service Hours for Outpatients and Crisis

Total service hours delivered rose by over 8 percent in 2001-2002, reflecting a 14.7 percent increase in outpatient hours for children and a 7.4 percent increase for adults & elders.

Crisis hours delivered decreased by 8.4 percent during 2001-2002, while the number of crisis clients increased by 1.1 percent.



Service hours were recalculated and standardized by the department for all years so figures shown for 1998 - 1999 may differ from previously published values.

Other Workload Measures

By fiscal year

1997-1998
1998-1999
1999-2000
2000-2001
2001-2002

Hospital Admissions

898
756
833
767
769

Crisis Clients

n/a
1,414
1,670
2,018
2,041

Crisis Hours

1,594
2,647
2,995
3,358
3,076

Staffing & Spending

Staffing

In 2001-2002, the county devoted the equivalent of 4 full time employees to the administration of this program area. This is unchanged from the preceeding 5 years. Direct service staffing is used to initiate programs that, once they are running, are contracted out to an agency. The level of staffing for these projects varies annually.

Funding Sources

The RSN's mental health activities are funded by 19 different sources, including federal and state grants. Total operating revenues in **calendar 2002** were \$19,700,847. Ninety-one percent of this funding comes from Medicaid -- combined federal and state dollars -- for a variety of programs.

Genreal county resources of \$235,000 contributed about 1.2 percent of the total funding in calendar year 2002, down from 1.3 percent provided in calendar year 2001.

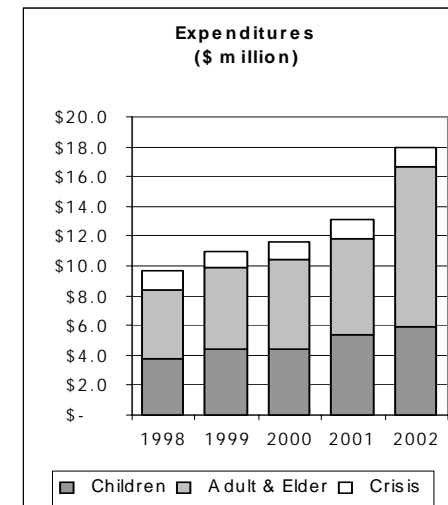
Spending

Spending for Mental Health services totaled \$18 million in the current fiscal year, an increase of 37.4 percent. This increase is based on additional funding that allowed increased spending for services.

Spending for children's services rose by 9.3 percent from the prior year, while spending for adult and elder services rose by 68.8 percent, due to improved reporting of residential services provided to this population through the state-wide database.

Spending for crisis services remained the same.

Spending per capita rose by almost 25 percent.



Results

Efficiency Measures

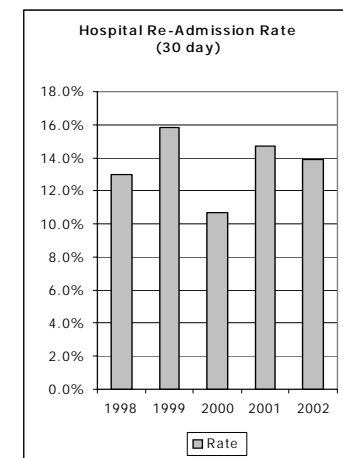
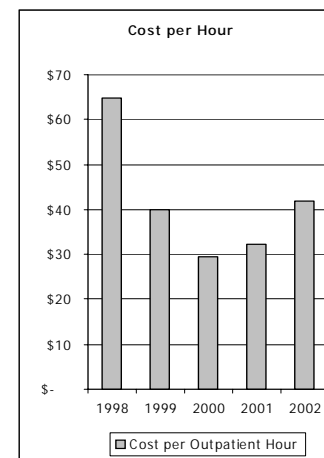
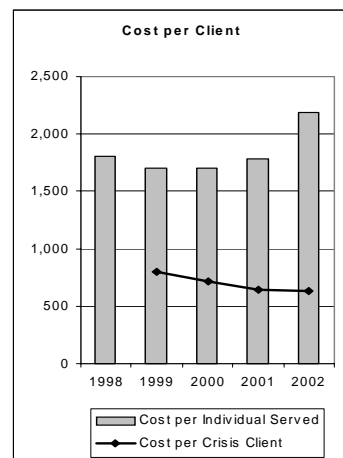
Cost per Individual Served/Per Crisis Client

In 2001-2002, the RSN initiated a special crisis program -- the Mobile Children's Assessment Team (MCAT) -- which increased the number of hours of services provided. As a result, the cost per individual served rose by 22.2 percent -- from \$1,786 to \$2,184.

The cost per crisis client decreased by one percent.

Cost per Outpatient Hour

The cost per Outpatient Hour increased by over 31 percent. This resulted from the increase in reporting residential services, rather than a true increase in cost for providing the services.



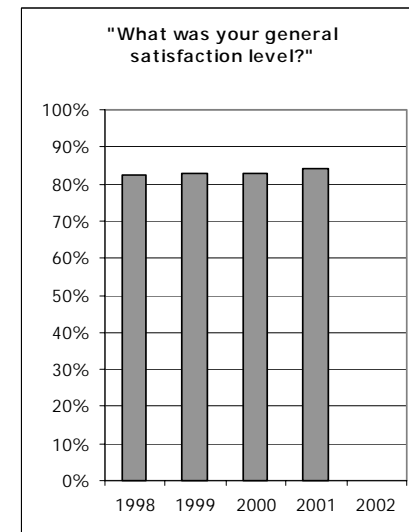
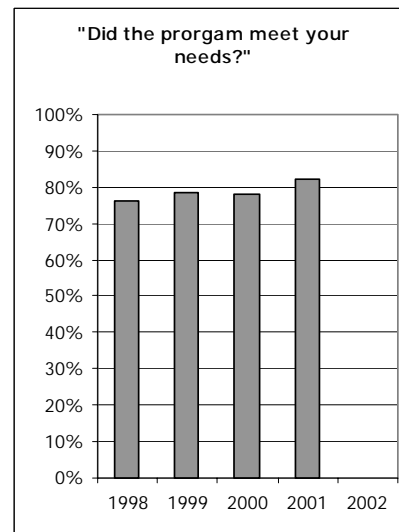
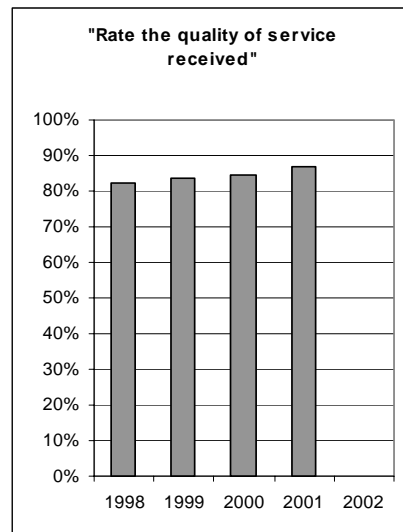
Performance Indicators

The Mental Health Division regularly surveys its clients and their families to ascertain their level of satisfaction with services being delivered. The results reported below reflect three of the eight questions on this survey questionnaire, called the CSQ-8. This tool is a self-reporting questionnaire constructed to measure satisfaction with services. The scales have been broadly adopted, both nationally and internationally.

In 2001-2002, the methodology employed in conducting this survey differed significantly from previous years. Therefore, statistically the survey results are not comparable to previous years' CSQ-8 results and therefore have not been incorporated into this report. The Division has re-employed the previous methodology so that results in future years will be comparable.

The CSQ-8 scores indicate continuous improvement in client satisfaction over time. The overall target level for satisfaction has been set at 85%, which the Mental Health Division exceeded in 2000-2001 in quality of service received. General satisfaction was rated at 84% in that year.

Performance	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002
Rate the quality of service received	82%	84%	85%	87%	n/a
Did the program meet your needs?	76%	79%	78%	82%	n/a
What was your general satisfaction level?	82%	83%	83%	84%	n/a



Appendix: Citizen Survey

Citizen Survey

Please read each question carefully before answering, and complete all applicable sections. While answering, please remember there are no right or wrong answers. Your opinions are most valuable.

1. Please check the box that most accurately describes how you rate the quality of life and safety in Clark County.

	Poor	Fair	Neutral	Good	Excellent
Overall Quality of Life in Clark County	19	108	112	801	149
Overall Level of Safety in Clark County	19	167	166	718	87

Note: This copy of the survey document has been annotated with those valid responses that were received from our respondents. For those questions that required respondents to fill in a written or narrative response, we have shown only the top five responses that were provided.

2. a) What do you consider the most important issues facing Clark County now and into the future?

Responses included: Growth/population, traffic, job/employment, schools/education, roads

- b) Please prioritize the following issues facing Clark County from 1 to 12, using 1 as the 'The issue you are most concerned about,' and 12 as the 'the issue you are least concerned about.' (Use each number only once.) NOTE: these items have been organized in order of most concern to least.

	Ave. Rank Response
Growth/Sprawl	4.4
Employment/Economy	4.5
Crime	4.8
Planning/Zoning	5.1
County taxes	5.6
Local environment (land, air, water)	6.2
Health services	6.9
Land/property rights	7.0
Infrastructure (sewage, utilities)	7.2
Housing	7.7
Social services (counseling, youth services, etc.)	8.2
Parks	8.8

3. To the best of your ability, please rate how well you feel Clark County provides the following services:

	Poor	Fair	Neutral	Good	Excellent	No Opinion
Law enforcement (Sheriff's Office)	41	118	158	688	119	69
Garbage Collection	30	95	108	646	281	34
Recycling	53	114	140	572	273	40
Parks	57	148	272	535	109	69
Road Maintenance	134	316	241	458	46	3

4. If you have had contact with a Clark County Sheriff deputy in the past year, please rate your experience in the following situations:

	Poor	Fair	Expected	Good	Excellent	No Contact
When you called or asked for assistance	42	49	48	136	86	724
While stopped by a sheriff deputy (traffic stop)	24	14	26	45	25	943
When served a warrant, summons, or other document	7	10	4	12	8	1027

5. Please rank your LEVEL OF CONCERN for yourself and your family, with the following within Clark County:

	Not at All Concerned	Slightly Concerned	Somewhat Concerned	Very Concerned	Extremely Concerned	No Opinion
Domestic Violence	498	161	230	137	57	95
Car Thefts/Prowls	57	230	442	320	119	22
Burglaries	36	221	428	355	134	17
Assault	156	310	358	216	104	31
Drug Use	183	157	259	316	231	34
Identity Theft	46	116	300	367	338	25
Juvenile Problems	101	195	355	334	159	39
Road Rage	118	246	376	260	164	25
Vandalism	44	202	406	357	157	16
Other (please specify) see below	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responses for Other included: police/crime issues, sex offender/sex crimes, speeding/drag racing/reckless driving/no insurance, other traffic issues, animal-related issues

6. a) Are you aware that Clark County has an Office of Neighborhoods? (Office that works with neighborhood associations)

Yes (546) No (655)

- b) Does your neighborhood have an active association?

Yes (499) No (352) Not a member of an association (299)

- c) If yes, do you know the deputy assigned to your neighborhood association?

Yes (50) No (431) Not applicable (24)

7. a) How long does it take you to travel:

	5 Minutes or less	5 to 10 Minutes	10 to 20 Minutes	20 to 30 Minutes	Over 30 Minutes	Not Applicable
To work	95	116	221	229	183	310
To shopping	237	439	373	98	25	13
To local County parks	234	311	344	125	35	124

b) How SATISFIED are you with the length of time it takes to travel to and from the following destinations:

	Extremely Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Extremely Satisfied	No Opinion
To work	120	135	167	205	239	285
To shopping	53	102	214	375	423	28
To local County parks	54	59	239	292	373	163

8. How much confidence do you have in your County government? (where n = 1094)

None (42) Very Little (206) Some (558) A lot (268) Total (20) No Opinion (105)

9. For the following questions, please answer to the best of your knowledge, based on what you have noticed or experienced concerning Clark County public services. Please check the box that, in your opinion, best describes Clark County roads, and parks.

Road Operations	Poor	Fair	Average	Good	Excellent	No Opinion
Condition of Roads	94	233	420	401	38	3
Cleanliness of Roads	69	197	354	504	66	3
Traffic Control Devices (traffic lights)	118	214	379	408	60	10
Width of Roads	102	182	445	415	41	5
Road Signage	54	159	381	532	50	12
Snow and Ice Removal	25	83	296	370	66	337
Cleanliness of Culverts/Drainage Systems	69	162	372	405	46	133
Road Striping (white line, yellow lines, etc)	80	176	374	472	71	14
Sight-Lines/Vegetation (ability to see ahead clearly)	78	259	394	399	47	18
Conditions of County Bridges	18	120	367	400	52	234
Parks	Poor	Fair	Average	Good	Excellent	No Opinion
Cleanliness of Park Grounds and Trails	12	67	227	541	113	222
Safety and Security of Regional and Community Parks	43	141	289	382	60	263
Safety and Security of Trails	56	156	284	323	42	319
Maintenance of Restrooms	58	170	333	259	34	328
Maintenance of Picnic Shelters	12	130	291	382	45	317
Accessibility/Number of Park Facilities	80	130	263	363	90	253

YOUR ANSWERS TO THE FOLLOWING QUESTIONS WILL REMAIN ANONYMOUS.

10. How many people including yourself live in your household? (Please write in the number of people in each age group) Responses shown below are the average answers provided by respondents.

Age 9 and under: **(0.3)** Age 10 to 19: **(0.4)** Age 20 to 54: **(1.2)** Age 55 and over: **(0.7)**

11. How long have you lived in Clark County?

Less than 2 years **(76)** 2-5 years **(163)** 6-10 years **(170)** 11 or more years **(788)**

12. How would you describe your ethnic background?

Caucasian **(1095)** Hispanic/Latino **(19)** African American **(10)** Asian American **(24)** Native American **(32)** Other **(30)**

13. What is the last level of education you had the opportunity to complete?

High School or less, GED **(207)** Some College **(362)** Associate's Degree **(151)** Bachelor's Degree **(280)**
Graduate Degree **(193)**

14. Which of the following best describes your age?

15 - 19 **(1)** 20 - 24 **(22)** 25 - 34 **(145)** 35 - 44 **(240)** 45 - 54 **(278)** 55 - 64 **(243)** 65 or over **(268)**

15. Do you work outside your home?

Yes **(807)** No **(392)**

16. Do you work in Oregon?

Yes **(316)** No **(884)**

THANK YOU VERY MUCH FOR YOUR TIME AND OPINIONS.